

**Minutes of the Trust Board in Public Meeting of Weston Area Health NHS Trust held on
Tuesday 3 April 2012 in the Board Room, Weston General Hospital**

Present:

Mr Chris Creswick	Chairman (V)
Mr Peter Colclough	Chief Executive (V)
Ms Jude Ferguson	Non Executive Director (V)
Mr Roger Lloyd	Non Executive Director (V)
Mr Grahame Paine	Non Executive Director (V)
Dr George Reah	Non Executive Director (V)
Mr Ian Turner	Non Executive Director (V)
Ms Bronwen Bishop	Director of Strategic Development (V)
Mrs Chris Bryant	Director of Service Redesign
Mrs Irene Gray	Director of Nursing (V)
Mrs Alison Kingscott	Director of Human Resources
Mr Rob Little	Director of Finance (V)
Mr Nick Wood	Chief Operating officer
Dr Tricia Woodhead	Director of Quality and Patient Safety
Mrs Andrea Hunt	Trust Board Secretary

(V) denotes Voting Director

In Attendance:

Mr Stephen Buswell	North Somerset LINK
Mrs Julie Fisher	Executive Personal Assistant (Minute-Taker)
Ms Delyth Lloyd-Evans	Chair, North Somerset Community Partnership
Mrs Caroline Welch	Head of Communications

723.12 WELCOME AND APOLOGIES

Mr Creswick, Chairman, noted the following apologies for absence:

Mr Nick Gallegos Medical Director
Mrs Margaret Blackmore

Mr Creswick welcomed Ms Lloyd-Evans, along with the three members of the public – Mr Steve Bevan representing Lloyds Bank, Mr Ben Deverill and Ms Gail Johnson representing British Telecom.

DECLARATION OF BOARD MEMBERS' INTEREST

There were no declarations of interest.

724.12 CONSENT AGENDA

Minutes and Matters Arising from the Meeting held on Tuesday 6 March 2012

The Minutes of the meeting held on Tuesday 6 March 2012 were agreed as a correct record subject to the following amendments:

717.12 – Integrated Performance Report – The first bullet point on Page 5 should read “Improving the orientation process for *bank* and agency staff”.

717.12 – Integrated Performance Report – The word “*rates*” should be removed from the paragraph headed “Clinical Outcomes”, reading “Readmission within 30 days ...”

717.12 – Integrated Performance Report - The second action point on Page 6 should read “Action: Progress report on *the Nursing and Midwifery Strategy* to be presented to the Trust Board *in May 2012*”

Resolution:

Subject to the above amendments, the Minutes of the March Board in Public Meeting were APPROVED as a true and accurate record of the meeting.
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The Table of Matters Arising following the meeting held on Tuesday 6 March 2012 was reviewed with the progress and completion data duly updated.

725.12 CHIEF EXECUTIVE'S REPORT

Mr Colclough presented his Chief Executive's Report, drawing reference to the Seminar hosted by Professor Chris Ham on Wednesday 14 March 2012. The afternoon session had proved particularly helpful, with attendance by members of both the Clinical Council and Clinical Commissioning Group. Mr Colclough added that engagement with external partners over the coming months will be a major part of our work.

Mr Creswick advised the Board of a Foundation Trust Themed Dinner and Discussion 'The Case for Integrated Care' which he had attended on Tuesday 27 March 2012 at which Professor Ham had been one of the key speakers.

Resolution:

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726.12

INTEGRATED PERFORMANCE REPORT

Mr Creswick introduced the Integrated Performance Report, which is being presented to the Board in its new format for the second month. As there are still a few areas which need to be developed, Mr Creswick suggested that the Executive Directors leading the report might like to meet informally with a couple of the Non Executive Directors in order work through these areas. This was agreed, with Mrs Hunt being asked to facilitate, seeking the involvement of Mr Paine and Dr Reah.

Mr Creswick commented that as a Board we do need to give the public assurance that we are addressing all key measures, suggesting further debate around the degree and depth of detail which goes into this report.

Action:

Meeting to be convened between the Executive Directors leading on the Integrated Performance Report along with Mr Paine and Dr Reah.

By:

Trust Board Secretary

Section 1 – Executive Summary

Mr Wood advised that overall Trust performance has been pretty strong, acknowledging that there is more work to be done in respect of key trends and alignment against the right measures to bring to the Board. Mr Creswick noted that the change in presentation has resulted in a lot of red areas, which would suggest that locally determined targets may need to be reviewed if a misleading overall impression is to be avoided.

Section 2 - Quality and Patient Safety

Mrs Gray introduced the Quality and Patient Safety section, and was pleased to report that the Trust is one out of only four hospitals to have no reported cases of MRSA during 2011/2012. The key messages within this section of the report include:

- Performance against the Patient Experience Indicators has fallen, however areas have been identified for further review.
- There is an upward trend in the incidence of falls, which is attributed to a significant increase in the number of admissions and number of additional beds open.
- The Trust continues to perform well with VTE Risk Assessment compliance, achieving 96.6% in February 2012.

- There have been five new Serious Untoward Incidents reported in February, three of which were pressure ulcers. The Emergency Division continues to have the highest number of incidents which is reflective of the activity levels. Mrs Gray advised that a meeting has recently been held with key staff from the Division, particularly focusing on Harptree Ward, and an Action Plan agreed for regular monitoring. Mrs Gray also confirmed that a meeting is to be held with the Community Nursing Service to agree a common approach to the future management of and the interpretation of the grading of pressure ulcers.
- The total number of complaints rose to 28 in February, which again is reflective of the increase in activity and the increase in additional beds open.

Mr Paine felt that Graph 2.10 was misleading, which was agreed by the Board with an action for this to be removed from any future reports. A request was also made for further clarity in respect of the number of written complaints received.

Action:

Graph 2.10 to be removed from any future Integrated Performance Reports, and for clarity to be provided in respect of the number of written complaints received.

By:

Director of Nursing

- Dr Woodhead was pleased to report a favourable step change in the Trust's length of stay performance.
- For the third consecutive month, the Trust has seen 80% of stroke patients spending 90% of their stay on the Stroke Unit, which averages between 24 – 28 days.
- There has been one reported hospital attributed case of Clostridium Difficile during February and none in March. Details of the subsequent Root Cause Analysis of incidents are reported to the Board.
- The Trust has performed well in keeping outbreaks of Norovirus at bay, particularly as the virus has remained in the community and outbreaks continue at local hospitals, nursing homes and schools. There have been no reported outbreaks in March.
- Mrs Gray informed the Board that the Trust will be working with the Social Enterprise Community Nursing Service to develop a plan for a Collaborative Nursing Workforce, which will link in with an appropriate

academic institution. Mrs Gray added that this is a great opportunity for the Trust which will benefit patient care in the long term.

Mr Creswick thanked Mrs Gray for the clarity and focus she had already brought to Quality and Patient Safety matters in relation to nursing.

Section 3 – Operational Performance

Mr Wood asked that the Operational Performance section of the report be taken as read, and gave an overview in respect of the key messages:

- The Trust has delivered against all bar one of the indicators, with all having been delivered above target.
- All national cancer indicators were met in month which is consistent throughout the full year.
- The challenge of delivering the Clinical Indicators within the Emergency Department remains, with the volume of attendances confirmed at 51,037, and a 2% increase on the same period last year.

In order to address the issue of attendances, the Trust has now requested a summit with local providers. Mr Colclough commented on a recent conversation with Mr Ken Wenman, Chief Executive of Great Western Ambulance Service NHS Trust, who had been complementary in terms of the overall improvement in ambulance turnaround times at the Hospital.

- A full review of the activity in both February and March is being undertaken to ensure actions are taken to improve the performance of the Emergency Department as we move into the spring period. The aim for the improvement work is in moving people through the system much more efficiently, focusing on planned discharges before midday. Dr Woodhead acknowledged the importance of the ongoing discussions with Consultants in terms of timely ward rounds.
- Due to the large amount of change activity about to begin in Theatres which might mask some dips in operational performance, Mr Paine requested more reporting around Theatre activity and in particular in relation to cancelled sessions.

Action:

Request for more detailed reporting around Theatre activity and in particular in relation to cancelled sessions.

By:

Chief Operating Officer

Mr Creswick thanked Mr Wood for his overview of the Operational Performance, recognising the work which is being undertaken to address the issues raised.

Section 4 – Finance Report

Mr Little presented the Finance Report for Month 11, with the key headlines as presented within the report.

- The Trust's current forecast expenditure and income position should enable delivery of the agreed plan for the year.
- The total value of all schemes within the Savings Plan for the year is expected to be £2,670k against a target of £6,071k.
- The planned Capital Programme is expected to deliver capital expenditure of £4,639k an under commitment of £1,975k.
- The key focus is to continue to maintain the improved expenditure run rate for the remainder of the year and to maximise the recurrent savings in readiness for the next financial year.

Mr Creswick thanked Mr Little and his Team, noting the Board's confidence in securing this position for the Trust.

Section 5 – Human Resources

Mrs Kingscott introduced the Human Resources section of the report, which paints a similar picture to last month.

- The key performance indicators that the Trust reports on a monthly basis have now been included within the report, following comments previously made by the Board.
- In relation to the Total Pay Bill, Mr Creswick requested the inclusion of comparable data against other Trusts, separated by temporary staffing groups.

Action:

A request to include comparable data against other Trusts, separated by temporary staffing groups.

By:

Director of Human Resources

- Mrs Gray advised that the Trust is in the process of agreeing a temporary workforce facility within the Avon and Wiltshire Mental Health Service NHS Trust, which will provide access to their Nurse Bank and vice-versa. This will provide significant savings for the Trust

- The end of year position for Statutory/Mandatory Training is not yet known, although a strong focus remains on ensuring that the Trust meets these targets.
- Mr Creswick advised that he has recently had good reason to look at the Policy and Guidance paperwork for Appraisals, which he felt needed to be reviewed in order to make the process more user-friendly for both Appraisees and Appraisers. This was acknowledged, with Mrs Kingscott agreeing to review.

Action:

Policy and Guidance for Appraisals to be reviewed.

By:

Director of Human Resources

Resolution:

The Trust Board **NOTED** the Integrated Performance Report

727.12

DEMENTIA REVIEW AND ACTION PLAN

Mrs Gray presented an overview of the findings which had arisen from the external Peer Review of the Trust's Dementia Services undertaken by the South West Dementia Partnership on 28 November 2011.

Mrs Gray reported on a very positive outcome from the Review, although there were several areas for improvement which have been detailed within the Action Plan.

Mr Buswell noted that the Trust had not been represented at a recent conference held in Exeter, which Mrs Gray acknowledged adding that this had unfortunately been due to sickness. The Board were encouraged to learn of the number of Dementia Leads placed throughout the Trust as detailed within the Action Plan.

Mr Creswick suggested that the importance of dementia care requirements is generally recognised by the Board, making reference to the St Monica Trust at Sandford Station as a facility of good practice from which much can be learnt.

Mr Creswick enquired as to when the Board would wish to receive a progress review of the Action Plan, which Mrs Gray suggested should be in six months and will be brought to the October meeting of the Trust Board.

Action:

A progress review of the Dementia Action and Delivery Plan to be presented

to the Trust Board Meeting in October 2012.

By:
Director of Nursing

Resolution:

The Trust Board **RECEIVED** the Dementia Review and Action Plan.

728.12 2012/2013 FINANCIAL BUDGETS

Mr Little presented the Budgets for 2012/2013 which have been prepared in line with the principles and processes agreed by the Trust's Executive Management Team and in accordance with the framework agreed by the Trust Board.

Mr Little summarised the key headlines identified within the report:

- Following successful negotiations with NHS Bristol, NHS North Somerset and NHS South Gloucestershire, the Contract for 2012/2013 was signed on 29 March 2012. Dr Reah said that Mr Little and his Team should be congratulated for this achievement.
- The income for the year is planned at £92.868 million.
- The Savings Plan has been set at £4.5 million, which is a 5% expenditure reduction.
- The Income and Expenditure Plan is for a surplus of £2.25 million, as required to complete the final repayment of the loan to the Department of Health.
- The Capital Plan includes a significant resource available for the major transformation of the Out Patient Facility, together with investment in medical and IT equipment, Estates and systems development. Mr Wood appraised the Board in respect of the planned ward refurbishments in line with the Out Patient transformation, the vision being a rebranded hospital at the end of the year.
- Table 9 'Monitor Financial Measures 2012/2013' estimates the forecast ratios under the Foundation Trust regime.

Mr Paine asked whether there were any spending plans envisaged which had not been previously agreed by the Capital Planning Committee. Mr Little agreed to review and present a further update to the forthcoming Finance Committee Meeting.

Action:

A review of the Capital Plan for 2012/2013 to be taken to the April meeting of the Finance Committee.

By:

Director of Finance

In concluding, Mr Creswick thanked Mr Little and his Team for the work undertaken in producing the Budgets, and asked the Board for their formal approval. This was agreed.

Resolution:

The Trust Board **APPROVED** the Budgets for the financial year 2012/2013.

729.12**CORPORATE GOVERNANCE FRAMEWORK**

Mrs Hunt presented a summary of proposals to strengthen the Trust's governance arrangements and to enhance Board assurance.

Mrs Hunt advised that the current Terms of Reference and responsibilities for the Trust Board and supporting committees are under review, and will be presented to the Trust Board in due course. The Terms of Reference for the Executive Management Team were available for Board approval.

There was discussion in relation to the principal functions of each committee, and in particular the reporting structure for the Corporate Risk Register which was suggested should be through all individual committees according to the category of risk. It was agreed that further discussion should take place outside of the Board Meeting. Mr Creswick noted the importance of the principal functions of committees being clearly defined to ensure comprehensive assurance across all the Trust's activities and thanked Mrs Hunt for the work she is doing to facilitate the review.

Action:

Discussion in relation to the reporting structure for the Corporate Risk Register to be held, in alignment with the principal functions of committees.

By:

Trust Board Secretary

It was noted that the Charitable Funds Board is a Board and not a committee as shown within Appendix 1.

Action:

Wording within the final section of Appendix 1 to be amended to read "Charitable Funds *Board*".

By:

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In reviewing the Terms of Reference for the Executive Management Team, it was suggested that Point 3 'Purpose' and Point 8 'Duties' were the same and a recommendation was made for the detail within Point 8 to be retained.

Action:

Point 3 'Purpose' within the Terms of Reference for the Executive Management Team to be replaced with Point 8 'Duties'.

By:

Trust Board Secretary

In concluding, the Trust Board agreed the proposals to strengthen the Trust's governance arrangements, recognising the work in progress and approving the Terms of Reference for the Trust's Executive Management Team, subject to the above recommendation.

Resolution:

The Trust Board **AGREED** the proposals to strengthen the Trust's governance arrangements, recognising the work in progress and **APPROVING** the Terms of Reference for the Trust's Executive Management Team, subject to the above recommendation.

730.12 STAFF SURVEY RESULTS 2011

Mrs Kingscott presented a report on the 2011 Staff Survey Results which demonstrates that despite the challenges faced by staff, the results themselves have remained largely unchanged.

Mrs Kingscott reassured the Board that the areas where the need for improvements has been identified are being informed and supported by staff views and input by way of Staff 'Conversations' which are being led by the Executive Team, and through the input from members of the Staff Experience Group.

Dr Reah felt that the report was hard to read and welcomed a summary of the results, which Mrs Kingscott agreed to circulate.

Action:

A summary of the Staff Survey Results 2011 to be circulated to the Board.

By:

Director of Human Resources

Mr Creswick, noting that some problematic areas have remained unchanged, suggested that the Board may wish to discuss in further detail at a future Trust Board Seminar.

Action:

Further discussion in relation to the Staff Survey Results to be included within a future Trust Board Seminar.

By:

Trust Board Secretary

Dr Reah said that he would be interested in seeing an overall national picture of the Survey Results. Mrs Kingscott agreed to forward the link for access.

Action:

The link for access to the overall national picture of the Survey Results to be forwarded to the Board.

By:

Director of Human Resources

In concluding, Mr Creswick thanked Mrs Kingscott for the detail provided, and welcomed a review of the Action Plan at a future meeting of the Trust Board.

Action:

Review of the Action Plan at a future meeting of the Trust Board.

By:

Director of Human Resources / Trust Board Secretary

Resolution:

The Trust Board **NOTED** the Staff Survey Results for 2011.

731.12

BOARD COMMITTEES' EXCEPTION UPDATES

Audit and Assurance Committee

Mr Turner confirmed that the Audit and Assurance Committee would be meeting next Wednesday, 11 April 2012, adding that a Self Assessment Checklist would be tabled at this time.

Quality and Governance Committee

Mr Lloyd had chaired his first meeting of the Quality and Governance Committee, which had been held on Tuesday 27 March 2012. Work around this Committee is in progress, with the draft Minutes following the March meeting to be circulated within the next couple of days.

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Finance Committee Meeting

Mr Paine confirmed that the Finance Committee would be meeting on Tuesday 17 April 2012.

Resolution:

The Trust Board NOTED the verbal updates provided by the Chairs of the Audit and Assurance Committee, Quality and Governance Committee and Finance Committee.
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732.12 ANY OTHER BUSINESS

There were no questions from the members of the public present, and no other business was declared.

733.12 CONFIDENTIAL BUSINESS

The Trust Board resolved that representatives of the press and other members of the public be excluded from the remainder of the meeting having regard to the confidential nature of the business to be transacted, publicity on which would be prejudicial to the public interest.

734.12 DATE OF NEXT TRUST BOARD MEETING:

Tuesday 1 May 2012 at 10.00 am in the Board Room

The **Trust Board in Public Meeting** closed at 12.52 pm
